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Advancement of women

Human resources management

Improvement of the status of women in the United Nations system

Report of the Secretary-General**

Summary

In response to General Assembly resolution 59/164 of 20 December 2004, the present report provides information on progress made in the representation of women in organizations and agencies of the United Nations system from 31 December 2003 to 31 December 2004 and in the United Nations Secretariat from 1 July 2004 to 30 June 2006. In both the United Nations system and the Secretariat, the representation of women in the Professional and higher categories remained almost static with negligible improvement and, in some cases, even a decrease. For example, the D-1 level stood at 25.3 per cent, a decrease of 6.95 per cent and the most striking since 2004. In the United Nations system, one positive development was an increase in the number of women resident coordinators, from 21 per cent in 2004 to 32.5 per cent in July 2006. However, more concerted efforts are clearly required to achieve gender parity at all levels and categories, particularly at the senior and policymaking levels. In that context, the Assembly, in its resolution 57/180 of 30 January 2003, requested an analysis of the causes of the slow advancement of women. Phase I, the analysis of the Secretariat, was presented to the Assembly at its fifty-ninth session (A/59/357); phase II, on the United Nations system, is presented in the present report. It points to several key factors: gender strategy; gender planning statistics; recruitment and selection processes; development and career planning; mobility; working climate and culture; accountability; and informal barriers. The analysis is accompanied by a set of suggested measures to improve the status of women in the United Nations system.

* A/61/150.

** The submission of the present report was delayed due to the unavailability of updated statistical data.

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The following abbreviations have been used:

DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DM	Department of Management (Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services, and the Office of the Capital Master Plan of the Department of Management)
DM/CMP	Capital master plan (of the Department of Management)
DM/OCSS	Office of Central Support Services (of the Department of Management)
DM/OUSG	Office of the Under-Secretary-General (of the Department of Management)
DM/OHRM	Office of Human Resources Management (of the Department of Management)
DM/OPPBA	Office of Programme Planning, Budget and Accounts (of the Department of Management)
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DPKO/OMS	Department of Peacekeeping Operations/Office of Mission Support
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
EOSG	Executive Office of the Secretary-General
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICJ	International Court of Justice
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ITC	International Trade Centre UNCTAD/WTO
ITU	International Telecommunication Union

MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIOS	Office of Internal Oversight Services
OIP	Office of the Iraq Programme
OLA	Office of Legal Affairs
Ombudsman	Office of the United Nations Ombudsman
ONUB	United Nations Operation in Burundi
OSAA	Office of the Special Adviser to the Secretary-General on Africa
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNCC	United Nations Compensation Commission
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan

UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNOMIG	United Nations Observer Mission in Georgia
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOTIL	United Nations Office in Timor-Leste
UNOV	United Nations Office at Vienna
UPU	Universal Postal Union
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSECOORD	Office of the United Nations Security Coordinator
UNU	United Nations University
WFP	World Food Programme
WHO/PAHO	Pan American Health Organization (Regional Office of the World Health Organization)
WIPO	World Intellectual Property Organization
WMO/ICAT	World Meteorological Organization
WTO	World Tourism Organization

I. Introduction

1. The present report, submitted pursuant to General Assembly resolution 59/164 of 20 December 2004, provides information on the representation of women in the Secretariat for the period from 1 July 2004 to 30 June 2006 and in other organizations of the United Nations system from 31 December 2003 to 31 December 2004. Sections II, III and IV are concerned with the United Nations system. Sections V and VI deal with gender parity in the Secretariat.

2. In resolution 59/164, the Assembly noted with concern the continuing lack of representation of women at higher levels of decision-making, especially at the Under-Secretary-General level, and noted with particular concern that gender balance considerations had yet to be effectively integrated throughout the human resources management policies of the United Nations. The Assembly urged the Secretary-General and the executive heads of the organizations of the United Nations system to redouble their efforts to realize significant progress towards the goal of 50/50 gender distribution in the near future.

3. In the same resolution, the Assembly encouraged Member States to support the efforts of the United Nations and the specialized agencies, funds and programmes to achieve the goal of 50/50 gender distribution, especially at senior and policymaking levels by: (a) identifying and regularly submitting more women candidates; (b) proposing national recruitment sources in cooperation with national women's machineries and professional organization networks; and (c) encouraging more women to apply for positions in the United Nations system, including in areas in which women are underrepresented, such as peacekeeping, peacebuilding and other non-traditional areas.

II. Overview of the representation of women staff at the Professional and higher categories in the United Nations system

4. At the time of preparation of the present report, data on the representation of women in the Professional and higher categories in the entities of the United Nations system was available only as at 31 December 2004 (annex I). The representation of women in the Professional and higher categories in the entities of the United Nations system has increased by 0.6 per cent, from 36.3 to 36.9 per cent during the reporting period.

5. Cumulatively, at the D-1 level and above, the situation improved in 2004, with women constituting 23.7 per cent of staff, compared to 21.7 per cent as at 31 December 2003.[1] Gender balance has been achieved only at the P-1 and P-2 levels in the organizations of the United Nations system.

6. As table 1 below shows, two United Nations organizations have achieved overall gender balance among Professional staff in 2004, as compared to only one organization in 2003. Ten organizations had less than 30 per cent women on their staff in 2004, as compared with nine in 2003.

[1] *Source*: Secretariat of the United Nations System Chief Executives Board for Coordination.

Table 1
United Nations system organizations by percentage of women staff at the Professional and higher categories as at December 2003 and December 2004

Percentage of women staff	*31 December 2003*	*31 December 2004*	*Organizations and agencies 2004*
50 or above	1	2	UNITAR, UNFPA
40-49	8	9	UNICEF, UNESCO, IFAD, PAHO, WFP, WIPO, UNAIDS, UNHCR, ILO
30-39	13	10	UNDP, UNJSPF, United Nations Secretariat, ICAT, WTO, ICSC, ICJ, WHO, IMO, ITC
below 30	9	10	UNOPS, FAO, ITU, UNIDO, WMO, UNRWA, UPU, ICAO, UNU, IAEA
Total	**31**	**31**	

Source: Secretariat of the United Nations System Chief Executives Board for Coordination.

7. Within the resident coordinator system covering entities of the United Nations system that deal with operational activities for development, the proportion of women has increased from 21 per cent as at August 2004 to 32.5 per cent in July 2006. The representation of women ranges from a high of 42.9 per cent in Asia and the Pacific to a low of 17.6 per cent in the Arab States.

Table 2
Resident coordinator posts by region and gender, July 2006

Geographical distribution	*Women*	*Men*	*Vacant*	*Total posts*	*Percentage of posts filled by women*
Africa	14	23	7	44	37.8
Asia and the Pacific	9	12	3	24	42.9
Arab States	3	14	0	17	17.6
Europe and the Commonwealth of Independent States	7	10	4	21	41.2
Latin America and the Caribbean	4	18	2	24	18.2
Total	**37**	**77**	**16**	**130**	**32.5**

Source: United Nations Development Programme.

III. Recent developments in gender balance policies in the United Nations system

A. International Civil Service Commission

8. At its sixty-third session the International Civil Service Commission (ICSC) considered gender balance in the United Nations system on the basis of information gathered through a questionnaire and the statistical database of the Secretariat of the United Nations Chief Executives Board for Coordination. Annex II provides an overview of the gender targets in 15 organizations and agencies of the United Nations system.

9. According to the ICSC report, with 18 out of the 23 entities surveyed responding, the most popular gender-related measures were work/life arrangements (summarized in annex III). While the promulgation of work/life policies is critical, it is also essential to promote a work culture that is supportive of such policies and facilitates the implementation of related measures.

10. With respect to measures in the areas of recruitment, promotion, monitoring and accountability for achieving gender balance, the survey indicates that the situation varies across organizations, ranging from no policies for recruitment and promotion[2] to regular gender audits.[3] Similarly, others[4] have gender policies but none for achieving gender parity in promotions. Many other organizations report annually on gender balance statistics to their governing bodies.

11. The ICSC report noted a clear correlation between focused implementation of gender-sensitive policies and measures and increased representation of women in the composition, recruitment and promotion of staff. This provides a strong indication that with systematic and intensified efforts, stricter adherence to gender-sensitive policies would accelerate progress towards gender balance. Further, effective accountability of programme managers for gender balance targets is vital. The report also highlights the need for such policies.

B. United Nations Children's Fund study on gender parity

12. The Executive Board of the United Nations Children's Fund (UNICEF) requested the Fund to address gender parity and to achieve the United Nations system-wide goal of parity by 2010. Consequently, in 2006, UNICEF conducted a study entitled "Gender parity in senior management at UNICEF". Based on statistical data, in-depth interviews and focus group discussions as well as exit surveys, the study found that several complex interlocking phenomena underlie the shortcomings in gender parity.

13. According to the study, the Fund performed well on women's representation at the P-1 to P-4 levels (46 per cent) and achieved a proportion of women representatives heading field offices (43 per cent), which reflects the overall composition of women in the international Professional staff (44 per cent).

[2] ITU and WTO.

[3] ICAO and ILO.

[4] FAO, IAEA, UPU, UNIDO and WHO.

14. At the P-5 to D-2 levels, however, the representation of women Professional staff remains well below parity, at 37 per cent. Factors cited as contributing to the gender imbalance were weak accountability mechanisms; lower numbers of female applicants for vacancies; relatively more stringent application (in many cases) of competency criteria to female candidates than to male candidates; the operation of informal parallel networks to which women have unequal access; and work environment factors related to work/family balance, workload, long working hours and a management culture that is not supportive of women.

15. The study concluded that gender parity could indeed be achieved by 2010 if senior management took a clear and accountable lead, modelled the desired management culture and invested in human resources management. The study cited the need for an effective performance evaluation mechanism to counteract informal network assessments; strengthened systems for human resources management to enlarge the pool of competent women for more balanced shortlisting and objective assessments; expanded gender-based leadership training and mentoring for women and men; and adequate monitoring and oversight of strong and sustainable policies, systems and processes that will ensure all forms of parity and diversity. The solutions suggested in the study proposed genuinely equal, rather than preferential treatment for women, noting that equal treatment did not mean the same treatment. Processes needed to be managed in differentiated ways to ensure equal outcomes for all. UNICEF has already met one recommendation of the study by appointing a Special Adviser to the Executive Director on Gender and Diversity.

C. International Atomic Energy Agency gender balance recruitment initiative

16. In addition to the introduction of new work/life policies and recruitment procedures, the International Atomic Energy Agency (IAEA) urged its Member States in March 2005 to designate a point of contact for the recruitment of women. Points of contact provide information to and facilitate contact with national institutions, agencies, universities, and professional and women's organizations, and directly distribute vacancy notices to them. Points of contact also arrange and fund recruitment missions, publicize the IAEA as a potential employer and support the Agency's Junior Professional Officer, internship and fellowship for young professional women programmes.

D. Gender equity initiatives in the Office of the United Nations High Commissioner for Refugees

17. The Office of the United Nations High Commissioner for Refugees (UNHCR) has recently established a post for a Senior Diversity and Ethics Officer who monitors and reviews gender and geographical balance issues. Also, a Special Adviser post to the High Commissioner has been established to advise on gender equity issues regarding staff in the Organization. A 50/50 promotion policy is being implemented, and changes favouring gender equity have been introduced in the rules governing the appointments, promotions and postings board.

IV. Analysis of the causes of the slow advancement in the improvement of the status of women in the United Nations system

A. Background and justification

18. In resolution 57/180, the General Assembly expressed regret that the goal of 50/50 gender distribution had not been met by the end of 2000.[5] In particular, the Assembly requested the Secretary-General to undertake further analysis of the probable causes of the slow advancement in the improvement of the status of women in the United Nations system. That analysis was conducted in two phases: phase I focused on the Secretariat, with findings reported to the Commission on the Status of Women at its forty-eighth session (1-12 March 2004) and to the General Assembly at its fifty-ninth session (A/59/357); phase II, presented below, focused on the United Nations system, using a sample of four organizations (International Labour Organization, United Nations Development Programme, Office of the United Nations High Commissioner for Refugees and United Nations Industrial Development Organization) to reflect a contrast between field-based and specialist agencies, different regions and differing levels of representation of women.

19. The objectives of the analysis were to identify the relevant organizational and individual factors that influence gender balance within the United Nations system and to suggest measures to overcome the challenges hindering progress. The study incorporated an analysis of empirical data, human resources management policies and procedures, and individual perceptions of staff members.

20. While the present report highlights the major findings and conclusions of the analysis for phase II, both phases identified many common themes, which are indicated in the text of the report. It focuses on the challenges that must be addressed if the goal of gender balance is to be attained. Three key factors are highlighted. First, the need for a clear distinction between gender mainstreaming and gender balance. Second, the commitment at the highest level to institute positive and mandatory special measures. Finally, the institutionalization of clear mechanisms of accountability for gender balance. The present analysis is divided into nine areas: gender strategy; gender planning statistics; recruitment processes; selection processes; progress within organizations; development and career planning; mobility; working climate and culture; and accountability.

B. Gender strategy

21. One indicator of the importance of attaining equal representation is the existence of a gender strategy as an integral part of the culture and policies of each organization. The strategy should cover both staffing and policy, as well as acceptance of the remit by all staff members. According to the analysis, responsibility for gender issues at a policy level tended to be jointly shared between human resources management and gender focal points or gender bureaux (as in the case of the International Labour Organization). A key aspect of the gender focal

[5] Targets and time frames set by individual organizations and agencies in the United Nations system can be found in annex II.

points' role was advising and monitoring progress towards the 50/50 representation target. Gender policies covered staffing, development and retention issues including work/life balance and rotation. In addition, a majority of human resources strategy plans incorporated diversity targets and actions.

22. A critical factor in getting both men and women to accept gender balance is to demonstrate that it enhances organizational effectiveness. The analysis revealed a continuing debate on the relative merits of gender mainstreaming and gender balance, with a significant perception on the part of many that policies promoting both were providing undue advantage to women. However, the gender balance statistics and relative slow pace or deceleration of progress strongly indicate otherwise. They point instead to the need to enhance the formulation, implementation and accountability of policies and measures directed at achieving gender balance. The suggested measures would include the following:

Measure 1. Have a forceful, forward-looking gender strategy that is an integral part of a talent management approach, and where attention to gender forms part of all management processes.

Measure 2. Ensure that a gender-balanced team, including senior management representing both Headquarters and the field, is responsible for the design of the gender strategy.

C. Gender planning statistics

23. The availability of comprehensive statistics, showing both current status and trends, is a critical enabler in managing gender representation rates. Human resources management needs to regularly draw the attention of managers to the gender profile of their unit and to the overall organization in order to undertake strategic planning. In addition, the effectiveness of such management processes as recruitment, selection, performance management and promotion needs to be monitored through statistical evidence as well as through individual perceptions.

24. All organizations compiled gender statistics by grade, unit, post and geographical area. In addition, retirement dates by gender were monitored. Unlike the Secretariat, the organizations and agencies did not have detailed computerized gender statistics for each stage of the recruitment and selection process. Gender-disaggregated statistics were available on promotions, although they were not always computer generated. At present, most of the statistical data relating to gender representation in the United Nations system consists of snapshot interval reports. In order to examine the relative career progression of men and women in the system, a cohort analysis to track differentials in promotion and retention rates is required.

25. To ensure that comprehensive management information is available to managers to review progress and strategically plan for the attainment and sustainability of gender balance, the suggested measures would include the following:

Measure 3. Implement a quarterly or semi-annual monitoring system that incorporates all relevant gender balance data into an overall workforce planning report at the organizational and unit manager levels.

Measure 4. Incorporate comprehensive empirical data into monitoring reports, such as gender representation at each stage of the recruitment and selection process and gender differences in performance appraisal ratings and promotion rates, in order to highlight areas where positive action is needed.

D. Recruitment

26. The method of recruitment into the organizations differed, with varying standards for age and seniority. Three main entry points were analysed: entry level, middle level and senior level.

27. Entry-level recruitment of young people is through such programmes as the Junior Professional Officer and the national competitive recruitment examination in the United Nations Secretariat. This group is generally gender balanced or has a higher representation rate of women. While this finding is encouraging, the present study shows that gender balance at the entry level is not reflected at the senior levels owing to the difficulty in retaining women in the later stages of their careers.

28. With regard to recruitment for mid-Professional levels, phase II of the analysis, as in phase I, concluded that both the placing of vacancy announcements and the content of the evaluation criteria could lead to indirect discrimination against women owing to problems with access and in matching education and experience to the criteria. To broaden the pool of qualified women applicants at the mid-Professional levels, the suggested measures would include the following:

Measure 5. Target an expanded pool of qualified women applicants; as such, outreach activities should include the following:

(a) Circulation of forthcoming vacancies to national machineries for women, national women's organizations, women's professional associations and universities;

(b) Creation of a gender-disaggregated database of consultants, contractors and staff on short-term appointments and field assignments and circulation of vacancy announcements among that group;

(c) Review by line managers in consultation with gender focal points of the formulation of education, work experience and evaluation criteria in the vacancy announcements to ensure that they are sufficiently broad;

(d) Gender focal points to work in consultation with line managers in units where there are male-dominated professions to obtain demographic data relating to the global labour pool to focus outreach recruitment efforts.

29. At the senior levels in the organizations and agencies of the United Nations system, recruitment was the prerogative of the head of the organization. While there was evidence in most of the organizations of a proactive push by the head of the organization to find women to fill posts at the senior levels through outreach activities, as in phase I, there is a strong need for systematized information on qualified women candidates, especially from the developing, unrepresented and underrepresented countries. Findings from the interviews with staff also indicated a potential problem with the acceptance of women brought in under the existing system. It is therefore imperative that all women recruited at the senior level are seen to be highly qualified and are given enough support to be able to integrate

effectively into the organization. To target women applicants for posts at the D-1 and above levels, the suggested measures would include the following:

Measure 6. Realign personnel and budgetary resources within the human resources function as follows:

(a) Form linkages with global online recruitment websites to search databases for women matching specific criteria;

(b) Systematically compile information on highly qualified women candidates for senior posts;

(c) Allow adequate time to identify qualified women candidates through timely preparation of succession plans for posts at the D-1 level and above;

(d) Liaise with national machineries and other bodies to identify highly qualified women in targeted countries.

E. Selection

30. All the organizations employed a formal selection process for posts at mid-Professional levels. Within that formal system, four main areas of concern were identified. The first relates to a focus, in the process of evaluation, on technical criteria and years of experience. The second relates to an uneven application of best practices for selecting panel members in terms of awareness of gender representation targets and relevant special measures relating to those targets, training in gender-sensitive evaluation of candidates and gender balance in the panel. A third issue relates to the lack of a defined role for gender focal points in the selection process. The fourth concern relates to the continuing use of networking and lobbying in the selection process and their negative impact on women.

31. To ensure that, throughout the system, the selection process works towards gender equality goals in a fair and transparent manner, the suggested measures would include the following:

Measure 7. Adopt binding special measures to select an equally or better qualified female candidate until the 50/50 representation target is reached.

Measure 8. Enhance the selection procedures to ensure that managerial competencies are given the same rating as technical competencies for positions at the P-5 level and above. In addition, assess experience through the acquisition of competencies, not in terms of time served or location.

Measure 9. Promulgate robust terms of reference for gender focal points that legitimize their role, guarantee their access to relevant information and to senior management and secure their participation in selection processes to ensure adherence to gender policies.

Measure 10. Increase the use of selection through competencies, including by using assessment centres.

F. Progress within organizations

1. G to P movement

32. While there was not always a G to P examination requirement, as in the case of the Secretariat, there was little evidence of staff movement from G to P positions within the organizations and agencies studied. Three key factors impacted progress in this area: (a) the requirement to have an advanced degree for many posts at the Professional level, (b) the rotational nature of posts at the Professional level, posing obstacles to staff members with family considerations; and (c) a lack of career development opportunities, making it very difficult for General Service staff to meet experience criteria for Professional level posts. Suggested measures would include the following:

Measure 11. Identification of high potential General Service staff through the performance appraisal system, and development of career plans.

2. Career progression for staff at the Professional and higher categories

33. Career progression in the Professional category refers to both lateral and vertical career moves, which entail formal and informal processes that may affect men and women differently. A system allowing opportunities for promotion within post, existing in some organizations, positively impacts the gender balance in career progression.

34. The large retirement bulge facing many organizations in the United Nations system over the next five or six years is seen by many as an opportunity to appoint more women to positions at the P-5 and D-1 levels. Interview results, however, identified a strong perception among male Professional staff that any attempt to increase the number of women at the P-5 level and above would directly impact on the chances of promotion for deserving male staff, leading to a strong backlash. To maximize the opportunities afforded by the wave of retirements over the next five years, the suggested measures would include the following:

Measure 12. Prepare succession plans for all posts becoming vacant due to retirement.

Measure 13. Create transparent selection processes, including assessment procedures, for senior posts.

G. Development and career planning

35. The analysis revealed the lack of career planning as a major problem for both men and women. Contributing factors included the lack of effective performance management processes and very limited development opportunities. In that context, informal networking and lobbying for positions can become an integral mechanism for progression which can adversely affect the career progression of women. While the above concerns affect both men and women, research shows that women's careers suffer more frequently owing to their exclusion from informal networks and to stereotyped assumptions about women's suitability and acceptability in management roles. Suggested measures would include the following:

Measure 14. Prepare individual development plans that are reflected in the performance appraisal system.

Measure 15. Provide a specialist adviser for career development and career guidance.

Measure 16. Review by human resources offices and relevant line managers of staff members, especially women, experiencing difficulty in moving vertically or laterally, and provide guidance.

Measure 17. Establish templates for diverse career paths for different occupational categories of staff, including for managerial and high-level posts.

Measure 18. Create a mentoring programme and, where appropriate, women-only management development courses for high-potential women at all levels.

H. Mobility

36. In line with the results from phase I, a key and increasingly important component of career progression in all the organizations is the need for mobility across jobs, departments and duty stations. Phase II of the analysis revealed that women were disproportionately disadvantaged with respect to mobility owing to informal networking; the need to have a sponsor; inadequate proactive career planning; and family constraints. To facilitate career progression through mobility the suggested measures would include the following:

Measure 19. Review mobility conditions to ensure they address the needs of the staff and do not disadvantage women.

Measure 20. Promote and track inter-agency mobility.

Measure 21. Introduce a credit system of mobility that allows flexibility for staff at different life stages.

Measure 22. Create a remote support and advice system for staff posted to hardship duty stations.

Measure 23. Modify host country agreements to allow spouse employment for United Nations personnel.

I. Working climate and culture

37. Flexible work policies are essential for attracting and retaining high-quality female staff. However, the analysis revealed that, despite the progress made in establishing such policies, the informal managerial culture in all the organizations views them as a barrier to productivity and efficiency, incompatible with career advancement and performance in managerial level posts, and applicable only to women. Effective modalities for implementation of flexible work policies should be introduced so that staff and managers can make mutually suitable arrangements that meet the needs of both the office and the staff. Suggested measures would include the following:

Measure 24. Develop and promulgate multiple measures of productivity independent of the variables of time and physical location, based on output.

Measure 25. Foster an organizational culture, supported visibly by the senior management team, that advocates the benefits of a work/life balance for all employees, with a particular focus on managers.

Measure 26. Include gender-sensitivity indicators on fostering a healthy work environment conducive to a work/life balance in performance evaluations.

Measure 27. Incorporate into exit interviews gender-related indicators on separation and retention issues, work/life balance and managerial culture.

J. Accountability

38. Accountability for achieving the 50/50 representation target is critical. The analysis revealed, in all the organizations studied, the lack of an enforcement mechanism to hold managers accountable for achieving gender representation goals. To promote greater accountability for the fulfilment of the gender balance targets in the United Nations system, the suggested measures include the following:

Measure 28. Establish a system of clearly defined responsibilities for gender balance at all levels in the organizations.

Measure 29. Enforce accountability at senior management levels with consequences for consistently failing to meet gender balance targets.

Measure 30. Include indicators, such as gender balance and gender sensitivity, in performance appraisals for all line managers.

V. Overview of the representation of women staff at the Professional and higher categories in the United Nations Secretariat

39. The analysis presented below is based on the representation of women staff in the Professional and higher categories (6,334 staff) and the General Service and other categories, including the Field Service, the Security and Safety Service and the Trades and Craft categories (11,769 staff) at Headquarters and in the field on appointments of one year or more. The previous report (A/59/357) covered the period from 1 July 2003 to 30 June 2004. The present analysis focuses on data from the two-year period between 30 June 2004 and 30 June 2006. Further information may be found in the annual report of the Secretary-General on the composition of staff in the Secretariat (A/61/257).

A. Representation of women in the Professional and higher categories with appointments of one year or more

40. Section V.A analyses the trends in the representation of women in the Professional and higher categories with appointments of one year or more. Annex IV provides information on the distribution of all staff on appointments of one year or more by gender and grade, broken down by department or office.

41. The percentage of women staff in the Professional and higher categories changed 0.06 per cent between 30 June 2004 and 30 June 2006, increasing from 37.37 to 37.43 per cent (2,371 out of 6,334).

Table 3
Comparison of gender distribution of staff in the Professional and higher categories with appointments of one year or more, as at 30 June 2004 and 30 June 2006

	30 June 2004			*30 June 2006*			
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change in percentage points (2004-2006)*
USG	30	6	16.7	33	6	15.4	-1.28
ASG	29	6	17.1	41	11	21.2	4.01
D-2	92	35	27.6	80	35	30.4	2.88
D-1	216	103	32.3	274	93	25.3	6.95
Subtotal	**367**	**150**	**29.0**	**428**	**145**	**25.3**	**-3.71**
P-5	602	271	31.0	705	313	30.7	-0.30
P-4	1 088	563	34.1	1 272	713	35.9	1.82
P-3	984	698	41.5	1 184	838	41.4	-0.05
P-2	293	303	50.8	374	359	49.0	-1.86
P-1	1	5	83.3	0	3	100.0	16.67
Subtotal	**2 968**	**1 840**	**38.3**	**3 535**	**2 226**	**38.6**	**0.37**
Total	**3 335**	**1 990**	**37.37**	**3 963**	**2 371**	**37.43**	**0.06**

Source: Based on Office of Human Resources Management database, table 15.A.

1. Women in senior positions

42. The representation of women at the D-1 level and above as at 30 June 2006 showed a decrease of 3.71 per cent (145 out of 573). The largest decrease, 6.95 per cent, occurred at the D-1 level (93 out of 367). In addition, at the Under-Secretary-General level, the representation of women decreased by 1.28 per cent during the period, from 16.7 to 15.4 per cent (6 out of 39). Increases of 4.01 per cent and 2.88 per cent respectively were registered at the Assistant Secretary-General and D-2 levels.

2. Women in the Professional category

43. The representation of women in the Professional category increased by 0.37 per cent, from 38.3 to 38.6 per cent (2,226 out of 5,761), attributable largely to an increase of 1.82 per cent at the P-4 level. The P-5, P-3 and P-2 levels witnessed declines of 0.3 per cent, 0.05 per cent and 1.86 per cent respectively.

3. Women with appointments of one year or more across departments and offices with 20 or more Professional staff

44. The number of departments and offices with less than 30 per cent women at the D-1 level and above increased from 13 to 16. In 2004 the departments and offices with over 20 staff members with no women at the decision-making levels were the Office for the Coordination of Humanitarian Affairs, the United Nations Compensation Commission and the United Nations Office at Nairobi. As at 30 June 2006 they were the Counter-Terrorism Committee Executive Directorate, the Office of the Under-Secretary-General of the Department of Management and the United Nations Office at Nairobi.

Table 4
Number of departments and offices with 20 or more Professional staff, by percentage of women with appointments of one year or more, as at 30 June 2004 and 30 June 2006

	Professional and higher categories		*Women at D-1 level and above*		
	(number of departments and offices)				
Percentage of women	*2004*	*2006*	*2004*	*2006*	*D-1 level and above — 2006 (departments and offices)*
50 and above	5	5	6	4	UNOG, DDA, DM/OHRM, DM/OPPBA
30 to 49	22	20	12	12	UNCTAD, UN-Habitat, UNMOVIC, DESA, DPA, DPI, DSS, UNCC, OHCHR, OIOS, DGACM, UNOV
1 to 29	4	7	10	13	OLA, OSG, UNEP, UNODC, DM/OCSS, DPKO, ECA, ECE, ECLAC, ESCAP, ESCWA, field mission administration (DPKO), OCHA
None	0	0	3	3	Counter-Terrorism Committee Executive Directorate, DM/OUSG, UNON
Total	**31**	**32**	**31**	**32**	

Source: Based on Office of Human Resources Management database, table 15.A.

B. Trends in the representation of women in the Professional and higher categories with appointments of one year or more, 1998 to 2006

45. The statistical trends presented below on the representation of women in the Professional and higher-level categories for staff with appointments of one year or more are intended to assist delegations and the Secretariat to gauge successes and challenges in achieving the 50/50 gender balance goal overall in the Secretariat by grade.

46. The overall growth during the eight-year period from June 1998 to June 2006 was cumulatively 2.8 per cent, from 34.6 per cent (1,141 out of 4,164) in 1998 to 37.43 per cent (2,371 out of 6,334) in 2006. This average annual growth of 0.35 per cent per year is very slow (see table 5). The growth between 30 June 2004 and 30 June 2006 was nearly zero per cent (0.06 per cent).

Table 5
Trends in the representation of women in the Professional and higher categories with appointments of one year or more, 30 June 1998 to 30 June 2006
(percentage)

Level	*30 June 98*	*30 June 99*	*30 June 00*	*30 June 01*	*30 June 02*	*30 June 03*	*30 June 04*	*30 June 05*	*30 June 06*	*Percentage change (2004-2006)*	*Cumulative change (1998-2006)*	*Annual average change*
USG	11.1	9.4	6.5	11.8	10.5	13.9	16.7	16.2	15.4	-1.3	4.3	0.54
ASG	13.0	14.3	11.5	10.8	12.5	15.0	17.1	18.8	21.2	4.0	8.2	1.03
D-2	18.8	21.6	20.8	17.9	21.6	24.7	27.6	26.7	30.4	2.9	11.6	1.45
D-1	23.7	28.1	29.3	30.1	28.7	28.9	32.3	29.9	25.3	-6.9	1.6	0.20
P-5	29.3	30.0	32.6	29.5	29.3	30.1	31.0	31.4	30.7	-0.3	1.4	0.18
P-4	32.3	33.7	33.5	31.4	31.4	31.5	34.1	34.6	35.9	1.8	3.6	0.45
P-3	39.4	39.5	40.2	36.9	38.0	39.9	41.5	41.0	41.4	-0.1	2.0	0.25
P-2	45.4	48.2	50.1	48.0	48.7	50.1	50.8	50.8	49.0	-1.9	3.6	0.45
P-1	64.3	77.8	50.0	60.6	63.2	63.6	83.3	100.0	100.0	16.7	35.7	4.46
Total	**34.60**	**35.80**	**36.50**	**34.60**	**34.90**	**35.70**	**37.37**	**37.10**	**37.43**	**0.06**	**2.83**	**0.35**

Source: Office of Human Resources Management

1. Trends for women in senior positions in the Secretariat

47. In comparison to the overall growth during the period 1998-2006, table 5 shows that at the levels of Under-Secretary-General, Assistant Secretary-General and D-2 — levels of direct appointment by the Secretary-General — the average annual increase in the representation of women was somewhat steadier though extremely low, 0.54 per cent at the Under-Secretary-General level, 1.03 per cent at the Assistant Secretary-General level and 1.45 per cent at the D-2 level. At the D-1 level, however, the average annual increase during the period 1998-2006 was only 0.2 per cent cumulatively.

2. Trends for women in the Professional category in the Secretariat

48. In the Professional category, where the majority of posts are concentrated, the trends reflect barely discernable or very low progress. At the P-5 level, the representation of women shows a total increase between 1998 and 2006 of merely 1.4 per cent cumulatively. At the P-4 and P-3 levels, during the same period, the total increase was only 3.6 and 2.0 per cent respectively.

C. Representation of women in the Professional and higher categories on posts with special language requirements

49. In the category of posts with special language requirements, the proportion of women decreased by 0.3 per cent during the period 1 July 2004 to 30 June 2006, from 41.6 to 41.3 per cent (349 out of 845). Parity has been reached only at the P-2 level. Representation at other levels ranges from lows of 40 and 39.1 per cent at the P-5 and P-4 levels to 42.6 per cent at the P-3 level. The largest increase of 3.6 per cent occurred at the P-2 level, from 53.6 to 57.1 per cent (20 out of 35). The P-4 level showed a 1.3 per cent increase (142 out of 363). The P-5 and P-3 levels showed decreases of 4.1 per cent (54 out of 135) and 1.0 per cent (133 out of 312), respectively.

D. Representation of women on posts in the expert category

50. During the period from 1 July 2004 to 30 June 2006, the proportion of women in the expert category of posts (200 series of the Staff Rules) increased by 0.3 per cent, from 36 to 36.3 per cent (393 out of 1,083). As the table shows, as at 30 June 2006, parity had been reached only at the L-2 level. Representation at other levels ranges from a low of 14.3 per cent at the L-7 level to 39.5 per cent at the L-3 level. The largest increase of 6.2 per cent occurred at the L-6 level from 15 to 21.2 per cent (11 out of 53). The L-5 (-0.7), L-4 (-2.9) and L-3 (-1.9) and L-1 levels showed decreases.

Table 6
All staff in the expert category, 1 July 2004 and 30 June 2006

	1 July 2004				*30 June 2006*				
Level	*Men*	*Women*	*Total*	*Percentage of women*	*Men*	*Women*	*Total*	*Percentage of women*	*Percentage change (2004-2006)*
L-7	6	1	7	14.3	6	1	7	14.3	0.0
L-6	51	9	60	15.0	41	11	52	21.2	6.2
L-5	142	29	171	17.0	139	27	166	16.3	-0.7
L-4	113	42	155	27.1	163	52	215	24.2	-2.9
L-3	139	98	237	41.4	193	126	319	39.5	-1.9
L-2	102	125	227	55.1	134	169	303	55.8	0.7
L-1	12	14	26	53.8	14	7	21	33.3	-20.5
Total	**565**	**318**	**883**	**36.0**	**690**	**393**	**1 083**	**36.3**	**0.3**

Source: Based on Office of Human Resources Management database, table 15.C.

E. Staff in peace support missions administered by the Department of Peacekeeping Operations

51. As at 30 June 2006 the total number of Professional staff with appointments of one year or more assigned to peace support operations was 1,566,[6] an increase from 949 in June 2004. The overall representation of women was 30 per cent compared to 27.5 per cent in 2004. At the D-1 level and above, women's representation was 10 per cent (14 out of 120) as compared with 12 per cent in June 2004 and 13 per cent in 2005. Of the 33 peacekeeping missions, including political and peacebuilding missions, 13 had 20 or more Professional staff members. Of those, seven had 30 per cent or more women,[7] four had from 20 to 30 per cent women[8] and one mission had less than 20 per cent women.[9] In respect of the representation of women at the D-1 level and above, among the 13 missions with 20 or more Professional staff, one mission had 40 per cent women,[10] one had 25 per cent,[11] and five had between 19 and 12 per cent.[12] The remaining six missions[13] did not have any women at the decision-making levels. As of June 2004, two missions were led by women Special Representatives and three had women as Deputy Special Representatives. As at 30 June 2006, no missions were led by women Special Representatives and there was only one Deputy Special Representative in Afghanistan. There are gender advisory units in eight peacekeeping missions.

F. Appointments, promotions, lateral moves and separation of staff with appointments of one year or more in the Professional and higher categories

52. In its resolution 58/144, the General Assembly requested the Secretary-General to monitor the progress made by departments and offices in meeting the goal of gender balance, to ensure that the appointment and promotion of suitably qualified women represented at least 50 per cent of all appointments and promotions until the goal of 50/50 gender distribution was met.

1. Appointments

53. During the reporting period the percentage of women appointed to posts in the Professional category with appointments of one year or more ranged from a low of 26.5 per cent at the P-5 level to a high of 41.7 per cent at the P-2 level. At the decision-making levels, appointments of women ranged from 13.6 per cent for the Under-Secretary-General level to 30 per cent for the Assistant Secretary-General level, and from 15.4 per cent for the D-2 level to 22.0 per cent for the D-1 level.

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[6] Office of Human Resources Management database, table 17B.

[7] UNOTIL, 38 per cent; UNMIS, 37 per cent; MINUSTAH, 35 per cent; ONUB, 32 per cent; UNAMA, 32 per cent; MONUC, 31 per cent; and UNMIL, 30 per cent.

[8] UNOMIG, 28 per cent; UNOCI, 27 per cent; UNMIK, 25 per cent; and UNMEE, 20 per cent.

[9] UNAMI, 19 per cent.

[10] UNOMIG.

[11] MINURSO.

[12] MONUC, 19 per cent; UNAMA, 17 per cent; UNMIL, 15 per cent; UNMIS, 13 per cent; and UNMIK, 12 per cent.

[13] MINUSTAH, ONUB, UNAMA, UNMEE, UNOCI and UNOTIL.

Table 7
Appointments by gender and grade to Professional and higher categories in the United Nations Secretariat between 1 July 2004 and 30 June 2006

Level	*Men*	*Women*	*Total*	*Percentage of women*
USG	19	3	22	13.6
ASG	7	3	10	30.0
D-2	11	2	13	15.4
D-1	32	9	41	22.0
Subtotal	**69**	**17**	**86**	**19.8**
P-5	72	26	98	26.5
P-4	115	71	186	38.2
P-3	128	85	213	39.9
P-2	7	5	12	41.7
P-1	0	2	2	100.0
Subtotal	**322**	**189**	**511**	**37.0**
Total	**391**	**206**	**597**	**34.5**

Source: Office of Human Resources Management.

54. Trends in appointments over the eight-year period from 1 July 1998 to 30 June 2006 (see table 8) reveal that in the Professional and higher categories, appointments of women in the Secretariat decreased by 2.3 per cent, from 40.1 per cent (1999) to 37.8 per cent (2006). The most striking decrease was at the D-2 level, where appointments dropped by 49.3 per cent, from 55.6 in 1999 to 6.3 per cent in 2006. Similarly, at the P-5 level, the representation of women dropped by 5.3 per cent, from 31.8 to 26.5. An increase of 7.1 per cent, from 26.2 to 33.3 per cent, was, however, registered between 1999 and 2006 at the P-4 level. Gender parity in appointments has been maintained only at the P-2 level.

Table 8
Trends in the appointment of women to the Professional and higher categories in the United Nations Secretariat

	Level									
Year	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Change from previous year*
July 1998 to June 1999	0.0	0.0	55.6	27.3	31.8	26.2	31.8	64.5	40.1	
July 1999 to June 2000	0.0	0.0	42.9	31.3	35.3	20.0	44.6	51.5	40.5	0.4
July 2000 to June 2001	20.0	0.0	0.0	20.0	14.6	32.1	45.6	55.8	40.7	0.2
July 2001 to June 2002	9.1	10.0	21.4	19.2	17.1	22.7	34.9	56.6	33.2	-7.2
July 2002 to June 2003	20.0	28.6	11.8	13.6	31.3	24.8		61.9	38.5	5.3
July 2003 to June 2004	14.3	33.3	20.8	31.0	14.5	32.7	41.9	52.9	37.2	-1.3
July 2004 to June 2005	11.1	33.3	20.0	18.1	30.7	39.5	36.2	51.0	38.2	1.0

Year	Level								Total	Change from previous year
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2		
July 2005 to June 2006	14.3	12.5	6.3	24.0	26.5	33.3	44.2	52.9	37.8	-0.4
Changes 1998/1999 to 2005/2006	14.3	12.5	-49.3	-3.3	-5.3	7.1	2.4	-11.6	-2.3	

Source: Office of Human Resources Management.

2. Appointments through the national competitive recruitment examination

55. During the reporting period, women comprised 51 per cent (74 out of 145)[14] of recruits from the national competitive recruitment examination as compared with 49.3 per cent in the previous reporting period.

3. Promotions in the Professional and higher categories

56. The 50/50 gender balance goal has been met at only the P-2 and P-3 levels with regard to promotions.

57. During the reporting period, women at the P-2 to D-2 levels accounted for 46.3 per cent (317 out of 685) of all promotions, a slight increase of 0.4 per cent as compared to 45.9 per cent in the previous reporting period. However, promotions at the D-2 and D-1 levels witnessed a striking drop of 8.9 and 9.4 per cent respectively. Women constituted 46.7 per cent at the D-2 level (7 out of 15) as compared to 55.6 per cent during the previous reporting period, and 29.5 per cent at the D-1 level (18 out of 61), as compared to 38.9 per cent in 2003/04 (A/59/357, para. 48). From 1 July 2004 to 30 June 2006, women represented 37.7 per cent of promotions at the P-5 level.

Table 9
Promotions by gender and grade to Professional and higher categories in the United Nations Secretariat, 1 July 2004 to 30 June 2006

Level	Men	Women	Total	Percentage of women
D-2	8	7	15	46.7
D-1	43	18	61	29.5
Subtotal D	**51**	**25**	**76**	**32.9**
P-5	99	60	159	37.7
P-4	143	131	274	47.8
P-3	66	84	150	56.0
P-2	9	17	26	65.4
Subtotal P	**317**	**292**	**609**	**47.9**
Grand total	**368**	**317**	**685**	**46.3**

Source: Office of Human Resources Management.

[14] Office of Human Resources Management database, table 18A.

4. Transfers

58. Of 430 lateral transfers of staff in the Professional and higher categories, 49.1 per cent were women. While no women transferred laterally at the D-1 level in the previous reporting period, 38.5 per cent of transfers during the present reporting period were women. The smallest percentage of lateral transfers of women occurred at the P-5 level (22 out of 69) accounting for 31.9 per cent. At all levels except P-5 and D-1, more women than men transferred laterally during the current reporting period.

Table 10
Transfers by gender and grade to Professional and higher categories in the United Nations Secretariat, 1 July 2004 to 30 June 2006

Level	*Men*	*Women*	*Total*	*Percentage of women*
D-2	2	4	6	66.7
D-1	24	15	39	38.5
Subtotal D	**26**	**19**	**45**	**42.2**
P-5	47	22	69	31.9
P-4	53	55	108	50.9
P-3	52	64	116	55.2
P-2	41	51	92	55.4
Subtotal P	**193**	**192**	**385**	**49.9**
Grand total	**219**	**211**	**430**	**49.1**

Source: Office of Human Resources Management.

5. Separations

59. 794 staff members separated during the reporting period. The four major causes of separation for all staff in the Professional and higher categories were retirement (37.4 per cent), appointment expiration (30.8 per cent), resignation (15.7 per cent) and agreed terminations (11 per cent). Women accounted for 36.6 per cent of all separations (291 out of 794) and 29.4 per cent of those at the D-1 level and above. Of the total resignations, women constituted 47.2 per cent, representing a 7 per cent increase as compared to 39 per cent in the previous period. During the period 2004-2006 women accounted for 32 per cent of retirements (95 out of 297) as compared to 25 per cent in the previous period, and for 32.2 per cent of appointment expirations (79 out of 245) as compared to 24 per cent in the previous period. The increases in retirements of 7 and 8 per cent respectively imply the need for even greater rigour in the objective of accelerating progress towards gender balance.

60. The most marked increase between the periods 2003/04 and 2004-2006 was registered in the category of agreed terminations. Women accounted for 46.6 per cent (41 out of 88) of agreed terminations in 2004-2006 as compared to 20 per cent (11 out of 59) in the previous reporting period.

61. A more detailed analysis, from exit interviews of the causes of the inter-agency or organizational transfers, resignations and agreed terminations, would assist in better assessing the viability of this pool of staff, for purposes of better retention of women. The pool of women who separate on account of expiry of contract may also constitute an important source of qualified women from which to draw to increase the representation of women.

Table 11
Separation of women in the Professional and higher categories, by type, category and gender, from 1 July 2004 to 30 June 2006

	USG			*ASG*			*D*			*P*			*Total number*		*Percentage*
Reason for separation	*F*	*M*	*Total*	*F*	*M*	*Total*	*F*	*M*	*Total*	*F*	*M*	*Total*	*of women*	*Grand total*	*of women*
Abandonment of post											1	1	0	1	0.0
Agreed termination		1	1				1	6	7	40	40	80	41	88	46.6
Appointment expiration		10	10	1	1	2	4	16	20	74	139	213	79	245	32.2
Death										2	5	7	2	7	28.6
Resignation	3	2	5	1	1	2	3	7	10	52	56	108	59	125	47.2
Retirement		1	1		4	4	24	45	69	71	152	223	95	297	32.0
Summary dismissal							1	1	2				1	2	50.0
Termination-health							1		1	4	3	7	5	8	62.5
Transfer[a]							1	1	2	8	11	19	9	21	42.9
Total	**3**	**14**	**17**	**2**	**6**	**8**	**35**	**76**	**111**	**251**	**407**	**658**	**291**	**794**	**36.6**
Percentage of women by category		17.6			25.0			31.5			38.1				

Source: Office of Human Resources Management.
[a] To other United Nations Common System entity.

62. In resolution 58/144, the General Assembly requested the Secretary-General to provide gender-disaggregated attrition rates for all organizational units and at all levels. The available information covers only retirements.

63. According to forecasts by the Office of Human Resources Management, a total of 1,759 Secretariat staff under the 100 series with appointments of one year or more will reach mandatory retirement age during the next five years (14.8 per cent of the group) (see A/61/257, para. 54). An average of 352 staff will retire each year, ranging from a low of 222 in 2006 to a high of 435 in 2009. In all, 151 Directors will retire over the five-year period, accounting for 8.6 per cent of all retirements; 560 staff (31.8 per cent) will retire from the Professional category; and 1,048 staff (59.6 per cent) will retire from the General Service and related categories.

64. During the period 2006-2010, more women than men will retire overall (935 women compared to 824 men). However, in the Professional and higher categories (P-2 to D-2), 62.3 per cent of the retirees will be male.

65. The forthcoming retirements present important opportunities for substantial improvement in gender distribution. Retirement rates at the senior levels (P-5, D-1 and D-2) will be significant in a number of departments. Of the departments and offices with a minimum of 20 staff at the senior levels, eight have low replacement needs (less than 25 per cent of their present staff),[15] 13 have medium replacement needs (between 25 and 40 per cent of their present staff),[16] and four have high replacement needs (over 40 per cent of their present staff).[17]

66. More specifically, the most significant potential for achieving gender balance will be at the P-5 to D-2 levels. Replacement needs for the D-2/D-1 and P-5 levels for the upcoming five years are 38.8 and 25.4 per cent respectively.

G. Gender distribution in the Field Service Officer category

67. In the Field Service Officer category, women constitute 25.1 per cent (573 out of 2,283) as at 30 June 2006, as compared with 23.4 per cent in 2004. The highest proportion of women is at the FS-2 and FS-3 levels, with 41.9 and 33.9 per cent respectively. There are no women out of 21 staff at the FS-7 level. Women constitute only 9.5 per cent (11 out of 116) at the FS-6 level.[18]

H. Gender distribution of staff in the General Service and related categories

68. As at 30 June 2006, women continued to constitute the majority of staff members in the General Service category, with 60.6 per cent (3,852 out of 6,348)[19] compared to 62 per cent as at 30 June 2004. In the current reporting period, 46.7 per cent of recruitments (470 out of 1,006) were women compared to 55 per cent in the previous period. In terms of promotions in the General Service category, women accounted for 59.5 per cent (821 out of 1,378) compared to 55.9 per cent in the previous period. Women represented 71.6 per cent (401 out of 560) of lateral moves compared to 70.3 per cent in the last reporting period. In terms of separations, women made up 59.9 per cent of all separations (557 out of 929), as compared to

[15] DPKO, 11.1 per cent; Executive Office of the Secretary-General, 11.5 per cent; DSS, 14.3 per cent; UNODC, 17.4 per cent; UNEP, 20.4 per cent; ECLAC, 21.2 per cent; OIOS, 21.7 per cent; and OHCHR, 23.3 per cent.

[16] OPPBA, 25.0 per cent; DPA, 27.5 per cent; OCSS, OLA and UN-Habitat, 27.6 per cent each; DM/OUSG, 27.8 per cent; UNCTAD, 27.9 per cent; OCHA, 28.1 per cent; DPKO field mission administration, 29.2 per cent each; ESCAP, 31.6 per cent each; DDA, 33.3 per cent; DPI, 34.7 per cent; ECA, 34.9 per cent; DESA, 36.0 per cent; UNOV, 36.4 per cent; and ECE, 40.0 per cent.

[17] DGACM, 42.4 per cent; UNOG, 45.5 per cent; OHRM, 48.0 per cent; and ESCWA, 48.0 per cent.

[18] Office of Human Resources Management database, table 15.D.

[19] Office of Human Resources Management database, table 15.E. Field mission administration staff in DPKO are not included in the calculation in order to compare to 30 June 2004. when these staff (6,691 men and 1,984 women) are included, women's representation is 38.85 per cent.

60.8 per cent in the last reporting period. This is representative of the overall proportion of women in this category.

69. In the Security and Safety Service and Trades and Crafts categories, women continue to be severely underrepresented, accounting for only 11.5 per cent (34 out of 295) and 2.4 per cent (4 out of 168), respectively.

VI. Recent activities undertaken towards achieving gender balance in the Secretariat

A. Staff selection system

70. As the data above illustrate, efforts to meet the goal of 50/50 gender representation in the Secretariat have not been successful under the current staff selection system (ST/AI/2002/4). While previously the special measures were part of the rules governing the selection process, the current system calls for full consideration of women candidates by heads of department. In his report entitled "Investing in People" (A/61/255), the Secretary-General proposed the following additional measures for accelerating progress towards gender parity: (a) more targeted outreach and recruitment strategies; (b) enhanced accountability mechanisms requiring approval by the Office of Human Resources Management when heads of departments and offices intend to select a male candidate where an equally qualified female candidate exists (except for mission posts and posts located in an office, fund or programme with specific appointment and promotion authority, such as the United Nations Environment Programme, the United Nations Office on Drugs and Crime or the Office of Internal Oversight Services); and (c) centrally managed placement of national competitive recruitment examination candidates by the Office of Human Resources Management.

B. Human resources action plans

71. The introduction of the human resources action plan system has institutionalized a process for discussing and reviewing a department's performance in key human resources management areas. Programme managers are accountable to the Secretary-General for meeting the targets in the action plans. Non-compliance could result in an ex post facto imposition of limitations on or full withdrawal of delegation of authority from the department.

72. The fourth human resources action plan cycle (1 January 2005-31 December 2006) includes two accountability targets for gender balance, effective until parity is reached and sustained: (a) selection of women candidates to at least 50 per cent of all vacant posts, especially in the Professional and higher categories; and (b) an increase of at least two percentage points annually in female staff representation in the Professional and higher categories. Based on its review of mid-cycle departmental score cards, the Management Performance Board noted that although certain departments had made good progress in attaining the goals, overall performance needs improvement, especially in the areas of geographic representation and gender balance (A/61/257, para. 83).

C. Work/life policies

1. Spouse employment

73. The issue of spouse employment remains a major challenge and concern, for both women and men, with significant implications for staff mobility, retention and recruitment. In 2004 the United Nations joined Partnerjob.com, a self-financing, non-profit organization which aims at facilitating the mobility of its members' employees by helping to find jobs for their spouses. Partnerjob.com provides a web-based database of job openings worldwide posted by members and other authorized organizations and curricula vitae of members' spouses or partners. As of July 2006, 182 spouses or partners of United Nations staff members had registered in Partnerjob's database. In addition, the Secretariat is an observer in PermitsFoundation, an association of international companies working together to encourage Governments to relax work permit regulations in order to assist with expatriate spouse employment. The Staff Counsellor's office has offered courses on employment possibilities in New York and assisted with the creation of spouse networks.

2. Flexible working arrangements

74. The Secretariat introduced flexible working arrangements on 1 February 2003 (ST/SGB/2003/4), following a six-month pilot. The following options are available at the discretion of the programme manager: staggered working hours; a compressed work schedule (10 working days in 9); and a scheduled break for external learning and telecommuting. The Office of Human Resources Management[20] found that as of June 2004 some 2,410 staff members Secretariat-wide were participating in the arrangements (1,084 at Headquarters and 1,326 in offices away from Headquarters): 55.1 per cent women and 44.9 per cent men. An inter-agency work/life task force, chaired by the Office of Human Resources Management, found that while the situation was relatively encouraging, many managers and staff members did not know enough about the programme and the relevant guidelines. It was also reported that in a climate of particularly heavy workloads, flexible working arrangements were not always welcomed by managers and peers. The Office of Human Resources Management is conducting a new survey, to be completed in August 2006, the findings of which will be presented in the next report.

D. Administration of justice

75. A strong system for the administration of justice is key to improving the status of women within the workforce. The issues of discrimination, harassment and sexual harassment disproportionately affect women, on account of both traditional attitudes towards them and their relatively lower rank and representation levels. In that context, several relevant policies and programmes have recently been promulgated, including the prevention of workplace harassment, sexual harassment and abuse of authority (ST/SGB/2005/20); protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or

[20] "Flexible working arrangements in the United Nations Secretariat: report on implementation" (Office of Human Resources Management, Division of Organizational Development, June 2004), unpublished.

investigations (ST/SGB/2005/21); the establishment of an ethics office (ST/SGB/2005/22); and the establishment of Department of Peacekeeping Operations conduct and discipline teams at Headquarters in October 2005 and in some peacekeeping missions (Burundi, Côte d'Ivoire, Democratic Republic of the Congo, Haiti, Liberia, Sierra Leone, Timor-Leste and the Sudan).

E. Office of the Special Adviser on Gender Issues and Advancement of Women

76. The Special Adviser on Gender Issues and Advancement of Women is a member of the Senior Review Group and provides names of qualified female candidates to the Secretary-General for high-level posts. Qualified senior level women are invited to submit their résumés for inclusion in a roster maintained by the Office of the Special Adviser for positions at the D-2 level and above. The Office of the Special Adviser, through the Office of the Focal Point for Women, also works with a global network of 60 focal points and alternates located in different departments and offices of the Secretariat to promote progress towards gender parity. In addition, the Office cooperates with relevant entities of the United Nations system to strengthen policy development and implementation in all areas with a bearing on the improvement of the status of women. Those areas include issues of relevance to conditions of employment, work environment, work/life balance, advocacy and outreach, and recruitment and retention.

77. With specific reference to gender balance, the Office of the Focal Point for Women monitors progress made by the United Nations system in reaching gender parity at all levels and in all categories of posts, particularly in senior and decision-making posts. The Office participates in an ex officio capacity in the central review bodies to ensure that the gender targets, as mandated by the General Assembly, are taken into account in the selection process. In addition, monthly lists of senior-level vacancies at levels P-5 and above are distributed electronically to non-governmental organizations, universities and the general public and to entities in the United Nations system. In March 2006, the Office of the Special Adviser on Gender Issues and Advancement of Women participated in a two-day policy dialogue with troop- and police-contributing countries, convened by the Department of Peacekeeping Operations, to review strategies for enhancing gender balance among uniformed personnel in peacekeeping missions. A set of recommendations were adopted at the meeting. In May 2006, the Office of the Special Adviser hosted a meeting of women ambassadors to the United Nations to discuss strategies and mechanisms for engaging Member States more actively in the Secretary-General's efforts to increase the representation of women among United Nations staff, especially at senior levels.

78. The Office of the Focal Point for Women, within the Office of the Special Adviser, continues its work in collaboration with the Office of Human Resources Management, the Ombudsman and the Panel of Counsel to provide counselling, referrals and responses to inquiries of female staff members including gender-related grievances.

79. The Office of the Focal Point for Women publishes a quarterly newsletter, *Network — the UN Women's Newsletter*. The newsletter, which is distributed both electronically and in hard copy inside and outside the United Nations system and is also available online, provides updated information on developments with regard to

the status of women, on policies of United Nations organizations to achieve gender targets and on items of general interest concerning women in the workplace.

VII. Conclusions

80. The lack of progress, even regression, since the previous report (A/59/357) requires a serious re-thinking of current policies in order to meet the gender balance targets of the organizations of the United Nations system, and also to make credible the commitment of the programme managers to that mandate.

81. With respect to the organizations of the United Nations system and the Secretariat, the increase in the representation of women in the Professional and higher categories has been negligible. With respect to the Secretariat in particular, between 30 June 2004 and 30 June 2006, the representation of women in decision-making posts, at the Under-Secretary-General to D-1 levels, decreased by 3.71 per cent, with the largest decrease of 6.95 per cent registered at the D-1 level. In the Professional category a negligible increase of 0.37 per cent was registered. Moreover, the trend in cumulative growth for the Professional category of staff is particularly discouraging, averaging a marginal 0.35 per cent between 1998 and 2006. In particular, over the eight-year period, the average annual growth of a negligible 0.18 per cent at the P-5 level is cause for concern. The analysis of the slow causes of the advancement of women in the United Nations system identified a range of concerns, and, in the nine areas introduced in section IV above, suggested measures to address them.

82. The influence of the working climate and culture on career progression and productivity is clear. The analysis revealed that the objective of introducing work/life policies to attract and retain quality staff, especially women, has not yet had a positive impact on the current managerial culture, which continues to view those policies both as a barrier to efficiency and productivity and as incompatible with career advancement and the performance of managerial level posts. That attitude requires change. Where policies are in place they need to be better and more rigorously implemented and monitored, including through the insertion of a gender-sensitivity variable into performance appraisals of managers; where they are not, they must be promulgated in the interest of gradually creating a system-wide cadre of career civil servants and maintaining a modern and productive workforce.

83. Mobility across jobs, departments and duty stations can help women's careers, but effective career and succession planning becomes imperative. The mobility of women staff members would be facilitated by the availability of opportunity for spouse employment and women's access to informal networks and sponsors. The analysis suggests a need for a more flexible view of mobility through enhanced inter-agency and interdepartmental mobility and a credit system that would allow a more phased approach to mobility throughout the career phases.

84. Accountability is especially critical. The staffing system places responsibility for delivering human resources targets, including geographical and gender targets, with the heads of departments and offices. The human resources action plans contain indicators for gender balance. The Secretariat now has additional measures to enforce managerial accountability with respect to gender targets. While they constitute an improvement, the measures are partially an ex post facto measurement of compliance, providing no remedy for career opportunities lost in the interim. The

Office of Human Resources Management and the Office of the Special Adviser on Gender Issues and Advancement of Women have important advisory and monitoring functions; however, departmental accountability for gender balance, particularly at the level of programme managers and on a continuous basis, is fundamental.

85. Transparency and systematic year-long implementation and monitoring of the special measures for gender equality within departments are vital. An active system of monitors and facilitators from within departments and offices with formal participation in the pre-selection processes provides a useful support mechanism for managers. Such a system would entail establishment of focal points who would monitor and promote gender balance.

86. Similarly, while many remedies have been offered by the legislative bodies with regard to recruitment, the overall proportion of women entering the Organization remains significantly below parity. The current staffing system is neither proactive nor sufficiently targeted and relies heavily on web-based vacancy announcements. Current data show that more men than women apply at the decision-making levels. In addition, as noted in the analysis above, the potential pool of qualified General Service staff remains severely limited owing to G to P examination restrictions.

87. To recruit and retain more women, many new initiatives and strategies to achieve gender balance, as illustrated in the relevant sections above, have been undertaken system-wide. Special measures to foster and monitor such change are essential. In addition, the upcoming system-wide bulge in retirements offers a unique opportunity to bridge the gender gap, with conscious targeting at each level, as there is no correlation between the increased numbers of women at one level and those at others.

88. The analysis carried out by the Office of the Special Adviser of the causes of slow advancement in the improvement of the status of women in the United Nations system revealed that gender imbalance is a multidimensional and systemic problem which requires a systemic and integrated response. Within the organizations of the United Nations system, recruitment strategies, promotion and retention policies, career development, justice and anti-harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for accountability need to be reviewed to ensure that they do not directly or indirectly disadvantage women.

89. The United Nations system has established many elements of an effective gender balance system. They need, however, to be enhanced and strengthened by special measures adapted to the staff selection systems and by clearly defined organizational responsibilities for gender balance at all levels. It is suggested that the present report be considered in conjunction with the follow-up report of the Secretary-General on investing in people (A/61/255), in particular with respect to proposed measures designed to improve the representation of women in the United Nations. The measures proposed in the present report could assist in formulating new strategies to achieve gender balance.

90. This report focuses on human resources management policies and measures in the United Nations system for promotion of gender parity. However, Member States would have to establish and promote mechanisms within their own respective systems to encourage qualified women from both governmental and non-

governmental sources to apply for positions in the organizations and agencies of the United Nations system.

91. The Secretary-General has consistently emphasized his commitment to reaching the goal of 50/50 gender balance and is deeply disappointed at the slow rate of progress in that regard. He hopes that the present report may be a wake-up call so that efforts can be intensified by all heads of departments/offices, central monitoring bodies, and Member States to implement strategies and policies that can accelerate progress towards that end.

Annex I

Gender distribution of staff in the Professional and higher categories in the organizations of the United Nations system at Headquarters, other established offices and project posts, as at 31 December 2004

	UG[a]		*D-2*		*D-1*		*P-5*		*P-4*		*P-3*		*P-2*		*P-1*		*Total*					
Organization	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*M*	*W*	*Total 2004*	*Percentage of women Dec. 2004*	*Percentage of women Dec. 2003*	*Change in percentage points*
FAO	13	2	37	8	119	15	322	63	351	106	155	115	92	100	15	14	**1 104**	**423**	**1 527**	27.7	28.1	-0.4
IAEA	6	1	4	0	28	5	210	23	285	51	218	70	38	27	2	2	**791**	**179**	**970**	18.5	18.6	-0.2
ICAO	2	0	5	0	16	1	102	8	134	33	40	23	13	21	1	2	**313**	**88**	**401**	21.9	24.4	-2.4
ICAT	0	0	1	0	2	0	13	4	16	10	10	8	6	6	0	0	**48**	**28**	**76**	36.8	33.8	3.1
ICJ	1	0	1	0	1	0	3	0	10	2	6	6	6	7	0	0	**28**	**15**	**43**	34.9	33.3	1.6
ICSC	2	0	1	0	2	1	1	0	3	3	3	1	1	2	0	0	**13**	**7**	**20**	35.0	38.1	-3.1
IFAD	4	1	6	1	7	6	46	14	22	19	7	11	8	19	1	2	**101**	**73**	**174**	42.0	39.7	2.3
ILO	7	4	15	4	54	17	274	95	160	124	88	119	28	53	2	8	**628**	**424**	**1 052**	40.3	37.4	2.9
IMO	1	0	5	2	15	1	35	8	18	13	12	13	9	10	0	0	**95**	**47**	**142**	33.1	35.2	-2.1
ITC	1	0	1	0	4	0	25	3	22	10	17	9	12	13	0	1	**82**	**36**	**118**	30.5	28.3	2.2
ITU	5	0	3	0	14	0	72	13	71	15	48	45	24	15	3	3	**240**	**91**	**331**	27.5	26.8	0.7
PAHO	1	2	2	1	12	9	40	32	139	73	26	32	19	20	2	4	**241**	**173**	**414**	41.8	43.8	-2.0
United Nations	68	17	103	34	274	117	753	313	1 312	662	1 203	827	403	444	19	46	**4 135**	**2 460**	**6 595**	37.3	37.0	0.3
UNAIDS	1	2	4	0	10	5	61	28	33	23	1	6	3	16	1	0	**114**	**80**	**194**	41.2	41.1	0.2
UNDP	8	3	54	18	133	55	219	124	219	131	178	88	101	138	13	16	**925**	**573**	**1 498**	38.3	38.4	-0.2
UNESCO	10	1	22	10	55	16	138	68	124	91	122	130	85	132	19	25	**575**	**473**	**1 048**	45.1	44.0	1.1
UNFPA	1	2	7	5	33	15	80	69	41	39	12	22	11	32	4	8	**189**	**192**	**381**	50.4	50.0	0.4
UNHCR	2	1	13	3	55	17	151	58	294	152	282	246	86	121	4	5	**887**	**603**	**1 490**	40.5	40.7	-0.2
UNICEF	3	3	31	11	76	40	245	170	420	299	230	208	69	184	10	16	**1 084**	**931**	**2 015**	46.2	47.9	-1.7
UNIDO	1	1	4	1	26	5	73	9	46	21	43	18	20	21	2	2	**215**	**78**	**293**	26.6	22.4	4.2
UNITAR	1	0	0	0	2	2	0	4	5	3	2	2	2	4	0	0	**12**	**15**	**27**	55.6	48.0	7.6
UNJSPF	1	0	1	1	2	1	6	4	9	7	10	5	1	0	0	0	**30**	**18**	**48**	37.5	37.8	-0.3
UNOPS	2	0	9	1	25	5	90	17	55	30	37	25	17	17	0	0	**235**	**95**	**330**	28.8	30.4	-1.6
UNRWA	1	1	1	0	14	2	18	5	41	4	11	8	4	9	4	1	**94**	**30**	**124**	24.2	26.8	-2.6

Organization	UG[a] M	UG[a] W	D-2 M	D-2 W	D-1 M	D-1 W	P-5 M	P-5 W	P-4 M	P-4 W	P-3 M	P-3 W	P-2 M	P-2 W	P-1 M	P-1 W	Total M	Total W	Total 2004	Percentage of women Dec. 2004	Percentage of women Dec. 2003	Change in percentage points
UNU	2	0	3	0	7	0	7	0	12	2	11	3	3	6	0	0	**45**	**11**	**56**	19.6	32.0	-12.4
UPU	0	0	3	0	6	1	7	1	17	5	17	6	2	2	0	0	**52**	**15**	**67**	22.4	20.3	2.1
WFP	4	2	25	9	46	17	143	66	175	104	206	152	104	143	6	12	**709**	**505**	**1 214**	41.6	49.9	-8.3
WHO	20	5	37	13	153	38	454	187	297	182	131	117	50	58	1	0	**1 143**	**600**	**1 743**	34.4	34.7	-0.3
WIPO	6	1	15	2	41	6	66	23	75	48	41	62	21	45	0	1	**265**	**188**	**453**	41.5	41.7	-0.2
WMO	3	0	9	1	10	2	33	11	30	10	6	7	1	1	0	0	**92**	**32**	**124**	25.8	25.9	-0.1
WTO	0	0	0	0	0	0	2	0	10	3	5	4	5	4	2	3	**24**	**14**	**38**	36.8	35.0	1.8
Total	**177**	**49**	**422**	**125**	**1 242**	**399**	**3 689**	**1 420**	**4 446**	**2 275**	**3 178**	**2 388**	**1 244**	**1 670**	**111**	**171**	**14 509**	**8 497**	**23 006**	**36.9**	**36.3**	**0.6**

Source: Secretariat of the United Nations System Chief Executives Board for Coordination.

[a] UG stands for "ungraded", e.g. Under-Secretary-General, Assistant Secretary-General, Deputy Director-General, Assistant Director-General, Director-General, Secretary-General.

Annex II

Targets, focal points and women's groups in the United Nations system[a]

	Overall established target for women in the Professional category						
Organization	*Percentage*	*Year established*	*Time frame*	*Relevant legislative resolution*	*Percentage achieved*[b]	*Coordinator or focal point for status of women staff members*	*Advocacy group of/for women staff members*
United Nations Secretariat	50	1995	2000	General Assembly resolutions 50/164 and 59/164	37	Special Adviser of the Secretary-General on Gender Issues and Advancement of Women and Focal Point for Women in the United Nations Secretariat	Group on Equal Rights for Women in the United Nations
UNDP	50		2006		38	Adviser for Talent Management and Workforce Planning and Gender Focal Point for staffing	Two informal networking groups and Gender Advisory Committee
UNFPA	No set target				50	Director, Division for Human Resources	Group on Equal Rights for Women in the United Nations, UNDP Women's Group
UNHCR	50	2003	2010		40	Special Adviser to the High Commissioner on Gender Issues, Senior Ethics and Diversity Officer, Division of Human Resources	Gender Steering Group (not solely an advocacy group), coordinated by the Gender Adviser
UNICEF	50	1985	2000		46	Division of Human Resources, Deputy Director for Career Management Services	
UNRWA	40	2003	Reassessed every two years		24	Agency gender focal point	
ILO	50	1999	2010		40	ILO has gender coordinators/gender focal points for each sector/department at headquarters and in each field office	Working group and subcommittee on gender equality issues in the ILO Staff Union Committee
FAO	38	2001	2005		28		
WFP	50	1995/96	2001	ST/SGB/252; ST/AI/1999/9	42	Gender focal teams in each region and country of operation, Gender Team in Rome	

Organization	Overall established target for women in the Professional category: Percentage	Year established	Time frame	Relevant legislative resolution	Percentage achieved[a]	Coordinator or focal point for status of women staff members	Advocacy group of/for women staff members
UNESCO	40 (D and above)	2005	2015	General Conference resolution 33C/75 of October 2005	23 (D and above); 45 (Professional)	Focal point for the secretariat, Training and Career Development Section, Bureau of Human Resources Management; Women and Gender Equality, Bureau of Strategic Planning	Women's Empowerment Network; Women's Group for Mentoring Young Professional Women
WHO	50	1997	2012	WHA 56.17 (2003); WHA 50.16 (1997)	34	Coordinator, Human Resources Management, Policy and Administration of Justice	
ICAO	1% increase per year with a 20% base	1993	2003	Council Decision C-Dec. 142/2	22		
WIPO	No set target				42	Director, Human Resources Management Department	Staff Council
UNIDO	50	2001	Ongoing		27	Not formally established	UNIDO's Women's Forum (informal)
IAEA	50	1996		General Conference resolution GC(40)/RES/19	18	Focal Point for Gender Concerns	Joint Advisory Committee — Subcommittee on Gender Concerns

[a] Based on ICSC/63/R.11, table 11.

[b] Secretariat of the United Nations System Chief Executives Board for Coordination, as at 31 December 2004, see annex I of the present document.

Annex III

Policies and measures to achieve gender balance in the United Nations system

Policy or measure	*United Nations*	*UNDP*	*UNFPA*	*UNHCR*	*UNICEF*	*UNRWA*	*ILO*	*FAO*	*WFP*	*UNECE*	*WHO*	*ICAO*	*UPU*	*ITU*	*WIPO*	*UNIDO*	*IAEA*	*WTO*	*Total No. of organizations*
A. Recruitment																			
1 Special measures to achieve gender balance	x[a]	x		x	x	x		x	x		x	x	x			x	x		12
2 Human resources planning measures on gender balance	x		x	x	x	x				x	x	x	x			x	x		11
3 Other policies — cooperation of Member State through points of contact																	x		1
B. Promotion																			
4 Special measures to achieve gender balance	x	x		x	x	x	x		x			x			x				9
5 Human resources planning measures on gender balance	x		x	x	x					x		x							6
C. Retention – work/life policies																			
6 Flexible working arrangements	x	x	x	x	x		x	x	x		x		x	x	x	x			13
7 Staggered working hours	x	x	x	x	x			x	x		x			x			x		10
8 Maternity leave	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	18
9 Paternity leave	x	x	x	x	x	x	x	x	x	x	x		x	x	x		x	x	16
10 Child care facilities	x						x			x						x	x		5
11 Breastfeeding policies	x			x	x		x	x	x	x	x				x	x	x	x	12
12 Family leave for child care, adoption, family emergency	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		16
13 Part-time work	x			x	x		x	x	x	x	x	x	x	x	x	x	x	x	15
14 Job-sharing	x				x		x		x		x			x					6
15 Spouse employment	x	x		x	x			x	x		x	x	x		x		x		11
D. Gender awareness																			
16 Gender mainstreaming in programmes and policies	x	x	x	x	x		x	x	x	x				x		x			11

Policy or measure	*United Nations*	*UNDP*	*UNFPA*	*UNHCR*	*UNICEF*	*UNRWA*	*ILO*	*FAO*	*WFP*	*UNECE*	*WHO*	*ICAO*	*UPU*	*ITU*	*WIPO*	*UNIDO*	*IAEA*	*WTO*	*Total No. of organizations*
17 Gender sensitivity programmes (including training)	x	x	x		x	x	x	x	x	x	x			x			x		12
18 Policies on harassment, including sexual harassment	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x		16
19 Other policies — special measures for protection from sexual exploitation and abuse	x																		1
20 Other policies — mediator programme to deal with harassment issues																	x		1
E. Monitoring and accountability																			
21 Annual gender audits							x					x							2
22 Annual reporting to the governing body	x	x			x	x	x	x	x	x	x	x	x	x		x	x		14
23 Monitoring bodies/tools		x	x		x				x					x	x				6
Total number of measures	**19**	**12**	**11**	**14**	**18**	**9**	**14**	**13**	**16**	**12**	**14**	**11**	**9**	**12**	**10**	**11**	**15**	**4**	

Source: Based on ICSC/63/R.11, table 10.

[a] "x" denotes the existence of a particular policy or measure in the organization.

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Annex IV

Gender distribution of staff in the Professional and higher categories in the United Nations Secretariat by department/office and grade, as at 30 June 2006

	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Grand total	Percentage of women
Department/Office	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
CTED[a]			1		1		2		6	3	5	6	1	2					16	11	27	40.74
DDA	1				1	1		2	9	2	7	2	2	1	2	1		1	22	10	32	31.25
DESA	1		2	1	7	3	19	10	27	20	41	43	28	26	20	22			145	125	270	46.30
DGACM	1		1		2	2	6	7	62	39	112	88	101	80	14	13			299	229	528	43.37
DM	1				2		3		8	5	2	5	1	3		1			17	14	31	45.16
DM/CMP							1		1	1			1		1				4	1	5	20.00
DM/OCSS			1		1	1	6		18	3	28	5	33	12	12	9			99	30	129	23.26
DM/OHRM				1			3	2	2	8	10	13	16	6	11	6	5		35	48	83	57.83
DM/OPPBA			1		1	2	3	4	9	5	18	20	19	19	6	6			57	56	113	49.56
DPA	1		1	1	1	2	8	5	11	13	15	11	9	13	2	4			48	49	97	50.52
DPI	1				2	1	8	7	17	14	34	30	32	43	13	25			107	120	227	52.86
DPKO	1		1	1	6	1	9	2	20	12	87	33	74	39	10	10			208	98	306	32.03
DSS	1				2	1	1	1	15	1	20	5	3	2	2	2			44	12	56	21.43
ECA	1						10	3	26	4	32	17	45	23	19	9			133	56	189	29.63
ECE	1				1		7	2	15	5	21	9	20	10	10	6			75	32	107	29.91
ECLAC	1						9	1	17	6	22	11	17	18	22	11			88	47	135	34.81
EOSG	2	1	1	1	3	2	6		9	6	1	6	2	6	2	3			26	25	51	49.02
ESCAP	1						9	2	16	11	38	10	31	10	14	13			109	46	155	29.68
ESCWA		1					6	1	16	2	13	13	10	12	3	9			48	38	86	44.19
Ethics Office								1				1								2	2	100.00
FMADPKO[b]	11		26	2	27	2	70	9	158	48	382	129	439	216	144	103		2	1 257	511	1 768	28.90
INTERORG[c]					1					1	2	2	3	1					4	4	8	50.00
OCHA	1				1	2	1	6		13	10	10	20	7	14	1	3		40	49	89	55.06
OHCHR		1			1	1	1	3	1	12	12	27	30	45	51	5	16		93	113	206	54.85
OHRLLS	1						1	1		2	1	1	1	1			1		6	4	10	40.00
OIOS		1					1	3	1	16	7	40	12	21	24	3	4		83	50	133	37.59

Department/Office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Grand total	Percentage of women
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
OLA	1		1		3	1	6	3	11	5	6	12	9	10	7	7			44	38	82	46.34
Ombudsman								1												2	2	100.00
OSAA	1			1				1						4					4	6	10	60.00
OSRSG/CAAC[a]		1			1		1		1	2			2						2	1	3	33.33
REGCOM[c]							1				1								2		2	
UNAT[f]										1				1						2	2	100.00
UNCC			1				1	1	3		4	4	5	5		1			14	11	25	44.00
UNCTAD	1		1		1	1	11	7	31	10	27	15	28	25	15	11			115	69	184	37.50
UNEP	1		2		6	4	28	6	53	11	70	50	55	42	14	17			229	130	359	36.21
UNFIP					1		1	2		2	1	1		1					3	6	9	66.67
UN-Habitat		1		1	2		5	2	17	3	22	8	10	6	2	7			58	28	86	32.56
UNMOVIC			1				3	2	7	1	10	4	6	1	1				28	8	36	22.22
UNODC	1				1	2	12	2	24	5	19	23	11	22	2	10			70	64	134	47.76
UNOG	1				1	2	4	4	32	23	92	41	75	58	12	22			217	150	367	40.87
UNON					1		1		6	2	19	13	15	16	6	4			48	35	83	42.17
UNOV					2		2	2	9	7	30	17	19	11	4	4			66	41	107	38.32
Total	**33**	**6**	**41**	**11**	**80**	**35**	**274**	**93**	**705**	**313**	**1 272**	**713**	**1 184**	**838**	**374**	**359**		**3**	**3 963**	**2 371**	**6 334**	**37.43**

Source: Based on Office of Human Resources Management database, table 15 A.

[a] Counter-Terrorism Committee Executive Directorate.

[b] Field mission administration, Department of Peacekeeping Operations.

[c] Inter-organizational bodies; includes the Joint Inspection Unit.

[d] Office of the Special Representative of the Secretary-General for Children and Armed Conflict.

[e] Regional Commissions New York Office.

[f] United Nations Administrative Tribunal.